

BARRINGTON  
BROOKFIELD  
DOVER  
DURHAM  
FARMINGTON  
LEE  
MADBURY  
MIDDLETON  
MILTON



NEW DURHAM  
NEWMARKET  
NORTHWOOD  
NOTTINGHAM  
ROCHESTER  
ROLLINSFORD  
SOMERSWORTH  
STRAFFORD  
WAKEFIELD

**Strafford Regional Planning Commission Meeting Agenda**  
**July 16, 2021**  
**9:00-10:30 a.m.**

**150 Wakefield Street, Suite 12**  
**Conference Room 1A**  
**Rochester, NH**

**Online Access:** <https://us02web.zoom.us/j/83329379249>

**Meeting ID:** 833 2937 9249

**Telephone-only Access:** (646) 558-8656

- 1. Welcome/Introductions**
- 2. Public Hearing**
  - a) Presentation of the Draft Comprehensive Economic Development Strategy ([http://www.strafford.org/econdev/ceds\\_overview.php](http://www.strafford.org/econdev/ceds_overview.php))
  - b) Public Comments and Testimony
- 3. Actions Items (motion required)**
  - a) Approval of Draft June 18, 2021, Commission Meeting Minutes (**Separate Mailing**)
  - b) Adoption of the 2021-2025 Comprehensive Economic Development Strategy (**See Link Above**)
- 4. Discussion**
  - a) Update on the SRPC FY 2020-2022 Strategic Plan (**Enclosed**)
- 5. Commissioner's Roundtable**
- 6. Other Business**
- 7. Citizen's Forum**
- 8. Adjournment**

Reasonable accommodations for people with disabilities are available upon request. Include a description of the accommodation you will need including as much detail as you can. Also include a way we can contact you if we need more information. Make your request as early as possible; please allow at least 5 days advance notice. Last minute requests will be accepted, but may be impossible to fill. Please call (603) 994-3500 or email [srpc@strafford.org](mailto:srpc@strafford.org)

## **Rules of Procedure**

Strafford Regional Planning Commission  
Strafford Metropolitan Planning Organization, and  
Strafford Economic Development District

### **Meeting Etiquette**

Be present at the scheduled start of the meeting.

Be respectful of the views of others.

Ensure that only one person talks at a time. Raising your hand to be recognized by the chair or facilitator is good practice.

Do not interrupt others, or start talking before someone finishes.

Do not engage in cross talk.

Avoid individual discussions in small groups during the meeting. When one person speaks, others should listen.

Active participation is encouraged from all members.

When speaking, participants should adhere to topics of discussion directly related to agenda items.

When speaking, individuals should be brief and concise when speaking.

The Strafford Regional Planning Commission, Economic Development District, and Metropolitan Planning Organization holds both public meetings and public hearings.

For public meetings, guests are welcome to observe, but should follow proper meeting etiquette allowing the meeting to proceed uninterrupted. Members of the public who wish to be involved and heard should use venues such as Citizen Forum, Public Hearings, Public Comment Periods, outreach events, seminars, workshops, listening sessions

# **Strafford Regional Planning Commission Joint Commission/Policy Meeting**

Hybrid Zoom/In-Person Meeting

June 18, 2021, 9– 11 a.m.

## **DRAFT Meeting Minutes**

**SRPC Staff Present:** Stephen Geis (virtual), Colin (in-person), Shayna (in-person), Jen (in-person), Mark Davie (in-person), James Burdin (virtual), Nancy O'Connor (virtual), Rachel Dewey (virtual), Zuzana Duffy (virtual)

**SRPC/Policy Members Present:** Don Hamann, Rochester (in-person); Bill Fisher, Farmington (in-person); Mike Bobinsky, Somersworth (in-person); Wayne Burton, Durham (in-person); Evan McDougal, Wakefield (in-person); Dave Landry, Dover (in-person); Tom Crosby, Madbury (in-person); Mark Avery, Madbury (in-person); Herb Ueda, Rollinsford (in-person); Mark Richardson, Somersworth (virtual); Barbara Holstein, Rochester (virtual); Lindsey Williams, Dover (virtual)

**SRPC Policy-Only Members Present:** Tim White, NHDES (virtual), Bill Watson, NHDOT (virtual)

**Guests:** Shanna Saunders, Somersworth (virtual)

### **1. Introductions**

David Landry started the meeting at 9:07 a.m. Introductions were given around the room. Those attending virtually noted they were the only ones in the room where they were attending. Shanna Saunders shared that she was attending as a guest for the duration of the meeting.

### **2. Action Items**

#### **2.1. Minutes from February 25, 2021**

T. Crosby **MOVED** to approve the Draft February 25, 2021 minutes. D. Hamann **SECONDED** the motion.

The motion **CARRIED** via **AFFIRMATIVE** roll call votes of Mark Richardson, Tom Crosby, Don Hamann, Michael Bobinsky, Wayne Burton, Mark Richardson, Herb Ueda, Evan McDougal, and David Landry. Bill Fisher abstained.

#### **2.2. Adoption OF FY 2022 Budget Recommended by the Executive Committee**

The budget was recommended to the full Commission by the Executive Committee at its June meeting. The E.C. was updated on the FY 2022 budget monthly, beginning in March.

J. Czysz gave a high-level overview of the FY 22 Budget. She explained that the biggest change is in revenues, as the organization has increased personnel to take on increased contracts. She added that dues payments are fairly level and commented that there is some ebb and flow of municipal contracts from year to year. She elaborated that SRPC has taken on a few town planning contracts, the newest being Strafford. This is in addition to Northwood, Farmington, and Nottingham.

J. Czysz added that another significant difference is with award of the CARES Act funding which extends into FY22. She noted that SRPC is also now part of the Economic Development Administration Partnership Planning Program, which means it is slated to receive funding on a three-year cycle.

J. Czysz noted some of upcoming state contracts including multiple projects through NHDES, and commented on the upcoming hazard mitigation plans SRPC is contracted to complete. She added that through the NHDOT, SRPC will implement its new Unified Planning Working Program (UPWP) for fiscal years 22 and 23 beginning in July.

J. Czysz elaborated that on the expense side, the biggest changes are with salaries and personnel. She reviewed the new positions SRPC has hired for. She reviewed other notable expenses like a cell phone plan, the audit and single audit, and how she budgeted some money for any unforeseeable legal expenses.

J. Czysz explained that this year there will be updates to the employee handbook.

J. Czysz reviewed other office expenses, sharing that printing costs are down, and that the quarantine stipend of \$25/pay period employee is budgeted out until January. That is in the budget for the first six months of the year.

Other reductions in costs include decreased travel costs with SRPC's purchase of the transit van, and SRPC's financial services due to reduced hours. The new office coordinator position will support tasks that were originally the responsibility of the financial consultant. J. Czysz shared that SRPC is going out to bid for IT services this summer, and is researching a migration to a cloud server system.

M. Bobinsky asked when SRPC bought the van, which was in May 2020.

M. Avery asked how many employees SRPC has currently; SRPC now employs 17.

D. Landry asked about the audit. A brief discussion about the types of audits, and thresholds for each occurred.

W. Burton asked if in our role as contract planners, SRPC takes the legal liability. J. Czysz replied no, that the town does. B. Fisher commended principal planner Kyle Pimental in his role as the Farmington town planner. He said this is an excellent service and the cost is very manageable for a small town. J. Czysz explained that the town contracts are setup with one billing rate so other staff can fill in as necessary, and the town knows what to expect, billing-wise.

B. Holstein joined the meeting.

D. Hamann **MOVED** to adopt the FY 2022 Budget Recommendation by the Executive Committee. T. Crosby **SECONDED** the motion.

The motion **CARRIED** via **AFFIRMATIVE** roll call votes of Mark Richardson, Tom Crosby, Don Hamann, Michael Bobinsky, Wayne Burton, Mark Richardson, Herb Ueda, Evan McDougal, Barbara Holstein, David Landry, Bill Fisher and Mark Avery.

### **2.3. FY 2022 Officer and Executive Committee Member Election**

D. Landry shared that the E.C. had reviewed and recommended the slate of officers for FY 2022. He recognized B. Fisher for stepping up to fill the alternate position last year and shared that there was one additional alternate opening. He asked J. Czysz to give a brief overview of the role and responsibilities of an E.C. member.

W. Burton shared that he would be willing to serve as an alternate, noting that he previously served on the E.C.

D. Hamann **MOVED** to adopt the FY 2022 slate of officers and executive committee members with the addition of W. Burton as an alternate. M. Bobinsky **SECONDED** the motion.

The motion **CARRIED** via **AFFIRMATIVE** roll call votes of Mark Richardson, Tom Crosby, Don Hamann, Michael Bobinsky, Wayne Burton, Mark Richardson, Herb Ueda, Evan McDougal, Barbara Holstein, David Landry, Bill Fisher and Mark Avery.

## **3. Staff Communications and Project Updates**

### **3.1. Comprehensive Economic Development Plan Draft Goals**

J. Burdin gave an update on the 2021-2025 Comprehensive Economic Development Strategy, which is out for public comment.

## **4. Adjournment**

M. Bobinsky **MOVED** adjourn the meeting. T. Crosby **SECONDED** the motion, of which all were **IN FAVOR**.

The Commission meeting adjourned at 10:25 a.m. See the MPO Policy Minutes from June 18 for the second half of the meeting.

Respectfully Submitted,

Shayna Sylvia  
Communications and Outreach Planner

DRAFT



## Comprehensive Economic Development Strategy (CEDS)

**Background:** Strafford Regional Planning Commission is designated as an Economic Development District by the US Economic Development Administration (EDA). Due to conflicting EDD boundaries, the Strafford EDD consists only of the SRPC communities located in Strafford and Carrol Counties. This designation requires that we update a Comprehensive Economic Development Strategy (CEDS) to establish and promote our region’s economic development priorities. This plan is intended to be updated on 5-year cycles, with the plan being overhauled, including updates to selected themes, vision statements, and goal-setting in the first year followed by minor data updates in subsequent years. SRPC’s CEDS was last updated in 2018 due to funding constraints, and an ongoing 5-year update in 2020 was put on hold due to the unforeseen economic impacts of the COVID-19 pandemic. The SRPC Commissioners act as the “Board of Directors” for the Strafford EDD (similar to your function as the Strafford MPO Policy Committee) and are responsible for formally adopting the CEDS.

**Documents to Review:** The CEDS is currently out for a 30-day public comment period that is scheduled to close on July 15, 2021. Additionally, as has been presented at various points this year, SRPC has prepared two new documents called the 2021 Regional Data Snapshot and the Regional COVID-19 Data Snapshot. The purpose of these plans is to develop a set of indicators across all of SRPC’s planning functions and explain the metrics and data sources in detail without disrupting the narrative flow of the CEDS or other core plans. All three documents are available on SRPC’s website:

- CEDS: [http://strafford.org/cmsAdmin/uploads/2021-2025-ceds\\_draft\\_publiccomment.pdf](http://strafford.org/cmsAdmin/uploads/2021-2025-ceds_draft_publiccomment.pdf)
- 2021 Regional Data Snapshot:  
<http://strafford.org/cmsAdmin/uploads/regionaldatasnapshot2021.pdf>
- Regional COVID-19 Data Snapshot:  
<http://strafford.org/cmsAdmin/uploads/regionaldatasnapshotcovid2021.pdf>

**Discussion:** Staff has presented excerpts from the CEDS and Data Snapshots at various points throughout the year, most recently the CEDS Priority Project List in April and the overarching CEDS themes and goals in June. The Board of Directors may request revisions of any aspect of the plan as part of adoption, but staff would like to particularly direct your attention to the proposed action items that appear at the end of each thematic section, which are also compiled into a single list under the “SRPC Action Plan” beginning on page 68. Staff suggests the following questions to guide your review:

- Are the actions clear and sufficiently detailed to provide a starting point for implementation?
- Does SRPC have the skills or capacity to perform the actions, either alone or in collaboration?
- Do the actions encompass the services that your community needs most from SRPC?
- Which actions are the highest priority for implementation in the coming years?

**Adoption:** Staff requests a motion and a second to adopt the 2021-2025 CEDS. The motion may be conditioned on incorporation of any changes identified by the Board of Directors.





# SRPC STRATEGIC PLAN: IMPLEMENTATION PROGRESS

SRPC strives to meet the continually evolving needs of the region and our communities.

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
<b>PLANNING SERVICES AND CURRENT ISSUES</b>			
<b>GOAL 1: ALIGN, BUILD AND IMPROVE MUNICIPAL AND REGIONAL PLANNING SERVICES TO ADDRESS EMERGING ISSUES AND NEEDS AND ALLOW SRPC TO BE FINANCIALLY STABLE, DIVERSIFY OUR PORTFOLIO, AND GROW.</b>			
<b>STRATEGY 1.1: IDENTIFY EMERGING ISSUES IN ALL PLANNING AREAS THAT WILL IMPACT OUR COMMUNITIES AND PROVIDE LEADERSHIP, GUIDANCE, AND TECHNICAL ASSISTANCE TO OUR COMMUNITIES TO ADDRESS THOSE ISSUES.</b>			
<b>A. Expand our services to provide guidance on environmentally sustainable planning to address emerging issues such as clean energy and transportation, drinking water, water resource management, and climate change.</b>			
Expand circuit rider program	Jen	Ongoing/Complete	Added FAR, NOT, and WAK to our portfolio
Expand public health and recreation planning	Nancy	Ongoing	2 new grants in FY2021 to support age-friendly communities and recreation planning: <ul style="list-style-type: none"> <li>• Communities for Healthy Aging Transitions (CHAT)</li> <li>• Promoting Outdoor Play (POP!)</li> </ul>
Increase number of environmental planning contracts	Kyle/Alaina	Ongoing	Grant writing has been highly successful, we have added an environmental planner to the team
Seek funding to support climate change outside of the coastal zone	Kyle	Ongoing	Pending grant would support mini grants in our non-coastal communities
<b>B. Address the regional and local need for affordable housing.</b>			
Update and transform the Housing Needs Assessment	TBD	Planned for FY2022	Multiple funding proposals have been developed to support this effort.
Collaborate with partner organizations	Jen	Ongoing	Member of the Greater Seacoast Workforce Housing Coalition board of directors. SRPC is collaborating with NH OSI and the State's RPCs to develop a common methodology for the Housing Needs Assessment.
Identify community planning support needs and tailor services to match	James	Ongoing	Discussions of housing needs through Seacoast Economy calls
Identify resources and provide technical assistance to municipalities	Nancy	Ongoing	CHAT will provide direct pilot project assistance to communities
Use the 2020 census to provide planning support	Rachel	Ongoing	Tracking data releases, using existing ACS data to script analysis of common metrics for quick annual updates
<b>STRATEGY 1.2: EXPAND OUR PLANNING SERVICES TO DIVERSIFY THE TOOLS, TECHNOLOGY AND TECHNIQUES AT OUR DISPOSAL AND THE TYPES OF PRODUCTS THAT WE CAN PREPARE ON BEHALF OF THE REGION AND OUR COMMUNITIES.</b>			
<b>A. Offer planning visualization, design, and interactive planning services.</b>			
Develop a portfolio of current planning and design services	Shayna	Ongoing	Completed 3D renderings for Dover's Recreation Master Plan and Education Kiosk for Wagon Hill Farm

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Market design services	Shayna	FY2022	With the addition of a new Office Coordinator, Shayna will have more time dedicated to this initiative in FY2022
Develop more interactive planning tools	Shayna	Ongoing	Incorporated public art and video outreach tools into the CHAT project
<b>B. Update the Geographic Information Services (GIS) Strategic Plan and market our GIS services.</b>			
Launch new ArcOnline and Open Data Portal	Jackson	Complete	Visit: <a href="https://srpc.maps.arcgis.com/home/gallery.html">https://srpc.maps.arcgis.com/home/gallery.html</a>
Market GIS and design services	Jackson, Shayna	Ongoing	Hosted a couple webinars on the online GIS portal and how to build your own custom map interactive webinars. These have been recorded and are available online. Continual outreach to municipalities
Streamline data collection processes through online platforms and cloud based systems	Jackson	Ongoing	POP! And Dover Street Tree mapping projects used ArcOnline dashboards in conjunction with Survey123 to streamline and automate data collection
<b>STRATEGY 1.3: INCREASE SRPC'S INTERNAL STAFFING AND TECHNOLOGICAL CAPACITY TO MEET MUNICIPAL AND REGIONAL NEEDS THROUGH REGULAR REVIEWS OF HARDWARE, TOOLS, LICENSES, AND SKILLSETS TO IDENTIFY NEW TOOLS AND PROGRAMS TO ADD; CURRENT PROGRAMS TO BE MAINTAINED OR DISCARDED; AND OPPORTUNITIES TO TRAIN OR CROSS-TRAIN STAFF FOR EFFICIENCY AND REDUNDANCY.</b>			
<b>A. Maintain an up to date IT plan that assesses the programs and software we currently use (GIS, online mapping platforms, NVivo, Synchro, TransCAD, Microsoft Office, etc.), and schedules hardware replacement (computers, phones, printers, plotter, server, other office equipment), and identifies improvements to be made.</b>			
Updated office software	Rachel, Stephen	Complete	All computers have upgraded OS and been updated to use Office 365, with an emphasis on using Teams and SharePoint. Adopted a new online timesheet system.
Update office phone system	Rachel	Complete	All office phones have been replaced with a new system
Complete computer hardware replacements	Rachel, Stephen	Ongoing	Replaced/purchased new systems for 9 staff members in FY2021. 5 additional replacements are planned for FY 2022. Cloud based back up system is being deployed in July 2021.
Update IT plan	Rachel, Stephen	Ongoing/FY2022	Inventory of hardware and software and assessment of current software utilization complete. Need to draft maintenance and replacement plan.
Issue RFP for IT Services	Megan, Rachel, Jen	Summer 2021	RFP to be written posted in July 2021
<b>B. Increase collaboration and cross training between staff.</b>			
Establish team-based project work	Jen	Ongoing	Virtually all projects now have an assigned team and team lead
Create a structure for project team development	Jen/Project leads	Ongoing	Hold regular project team meetings Hours allocation used to ensure workloads are equally distributed Internally share best practices resources Utilize MS Teams and SharePoint for ongoing staff project communication and collaboration
Encourage generative staff team building and collaboration meetings and events	Jen	Ongoing	Weekly all staff meetings with time for team building Monthly circuit rider coordination meetings to share ideas and collaborate

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Create opportunities for all staff to be a project team lead	Jen	Ongoing	working with staff to provide each with an opportunity to take ownership over a project or function in the office
<b>RELATIONSHIPS, MARKETING, AND COMMUNICATIONS</b>			
<b>GOAL 2: STRENGTHEN AND ENHANCE OUR RELATIONSHIPS WITH NEW AND EXISTING PARTNERS AND ENHANCE MARKETING AND COMMUNICATIONS OF SRPCs ACHIEVEMENTS.</b>			
<b>STRATEGY 2.1: STRENGTHEN AND ENHANCE MARKETING AND COMMUNICATIONS.</b>			
<b>A. SRPC staff with assistance from Commissioners maintain existing relationships.</b>			
Increase face-to-face communication with key staff in each municipality.	Jen, all staff	Ongoing	Staff have increased direct communications with municipal staff when funding opportunities are available. Projects such as CHAT are looking to directly collaborate with key municipal staff. Post-COVID we are now looking to increase participation in local meetings.
Maintain relationships with elected leaders – municipal officials, state legislators and federal delegation.	Jen, all staff	Ongoing	Regular ongoing communication with state legislators and federal delegation staff as part of weekly Seacoast Economy Calls. Participate in annual transportation roundtable with Congressman Pappas.
Maintain regular communications with municipalities (Commissioners to serve as a liaison between SRPC and their community).	Megan, Jen, all staff	Ongoing	Staff are including commissioners in key communications with municipalities. Schedule and complete a second round of check in meetings with each community's Board of Selectmen, Town/City Council, and/or Planning Board in coordination with commissioners.
<b>B. SRPC staff with assistance from Commissioners build new relationships.</b>			
Reach out to establish relationships when leadership changes within organizations and when elections result in a change in legislators	TBD	FY2022	-
Develop a networking committee comprised of Commissioners to engage new partners and develop relationships with advocates	TBD	FY2022	-
Identify messengers to fulfill the intermediary role of introducing relationships with new regional partners and non-traditional partners	TBD	FY2022	-
<b>C. Increase and Expand Non-Traditional Relationships</b>			
Develop a plan to engage the private sector and non-traditional partners	All staff	Ongoing	Established new partnerships with architects, museums, public health sector, and more
Identify a specific staff person to reach out to potential non-traditional partners	All staff	Ongoing	All staff have been considering potential partners with the inception of new projects. Connected with Indigenous NH Collaborative Collective

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Build relationships with UNH and commercial organizations	Jen, Nancy, Stephen, Shayna	Ongoing	Regularly coordinate with faculty at UNH to recruit interns. Partnered with M Friedman at UNH to use our CHAT project as the students' practical experience project
<b>STRATEGY 2.2: QUANTIFY AND COMMUNICATE THE VALUE OF SRPC MEMBERSHIP TO THE 18 COMMUNITIES WITHIN THE REGION AND POTENTIAL FUNDERS.</b>			
<b>A. Define and quantify the value of SRPC Membership</b>			
Identify the need(s) that SRPC is addressing.	TBD	FY2022	-
Identify the benefits and impact of SRPC membership.	Jen, Shayna	Ongoing	Clarified value of membership in annual reports
<b>B. Communicate and Promote SRPC's Value Proposition</b>			
Develop an "elevator pitch" statement(s) that includes the value of membership to be created and used by staff and Commissioners.	TBD	FY2022	-
Leverage relationships with entities that have established networks to communicate about SRPC, i.e. Chambers of Commerce, municipalities, etc.	Jen, all staff	Ongoing	Seacoast Economy has been a strong venue for promoting SRPC as a resource; CARES grant funds direct technical assistance to communities and businesses, increasing our visibility
<b>STRATEGY 2.3: SHARE SRPC PLANS, MATERIALS, AND EXPERTISE WITH REGIONAL STAKEHOLDERS TO INFORM THEIR ACTION ON KEY ISSUES.</b>			
<b>A. Develop a Communications Strategy that addresses face-to-face communication and the use of technology to further communication reach.</b>			
Develop face-to-face communication strategies: <ul style="list-style-type: none"> <li>o Identify and attend community events to promote SRPC and gather contact information from interested attendees</li> <li>o Partner with state entities</li> <li>o Continue participation at identified meetings on a regular basis</li> </ul>	Shayna, Nancy, all	Ongoing	See prior notes about CHAT. Several staff members represent SRPC on statewide and regional committees and boards.
Use of technology to further communication reach: <ul style="list-style-type: none"> <li>o Regular brief reports to key people</li> <li>o Promote news from small communities</li> <li>o Expand the use of social media platforms and posting frequency</li> <li>o Issue updates on transportation and other infrastructure improvements</li> <li>o Upload meeting videos</li> </ul>	Shayna, Nancy	Ongoing	YouTube channel is live with recent meeting videos; need to upload the archive of meeting videos. Next step – create a quarterly commissioner update that highlights workplan progress. Expanded use of social media.
<b>B. Develop an advocacy strategy that coordinates the efforts of staff, commissioners, and partners with other organizations.</b>			
Enable commissioners to become advocates for SRPC and the face of the organization.	TBD	FY2022	
Tailor communication and advocacy strategy to different audiences with a focus on regional stakeholders and state entities.	TBD	Ongoing	Current efforts have been project specific
<b>STRATEGY 2.4: IMPROVE SRPC COMMUNICATION STRATEGIES BY DEVELOPING A NEW WEBSITE AND A STRONG SOCIAL MEDIA PRESENCE.</b>			
<b>A. Redesign the SRPC website to improve functionality and the user experience.</b>			

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Reach out to communities to learn what online tools would be most valuable.	Shayna, Rachel	FY2022	Informal outreach conducted thus far
Redesign the website to be an easy to use, interactive, and informative resource	Shayna, Rachel, Jackson, Jen	Summer 2021	A lot of progress was made on the website over the summer of 2020. Summer 2021 Interns are developing needed content to feed into the new site.
Increase the accessibility and visibility of existing online GIS data sources, mapping portals, etc. such as GRANIT and NHDOT	Jackson	Summer 2021	Redesigned the online mapping functions. These are live now. GIS pages have been redesigned and will be launched with the full website redesign launch.
<b>B. Enhance online data and GIS resources through creation of a GIS section/portal of the new SRPC webpage and highlighting existing web features.</b>			
Reach out to communities to learn what online tools would be most valuable.	Jackson	Ongoing	As resources, grant opportunities, and projects permit, GIS are reaching out to communities.
Provide an online portal for data access and communication	Jackson	Complete	Launched new ArcOnline and Open Data Portal
Design the new GIS section of the new website to better communicate the GIS services that SRPC offers, which will be further developed based on strategy 1.2. and will be an easy to use resource for stakeholders.	Jackson	Summer 2021	Redesigned the online mapping functions. These are live now. GIS pages have been redesigned and will be launched with the full website redesign launch.
<b>C. Grow the strength of SRPC'S social media presence</b>			
Expand the use of social media platforms and posting frequency including sharing events and using the Facebook and Instagram stories	Shayna, Nancy	Ongoing	Launched Instagram page, and did a trial of three daily posts to Twitter/Facebook and one daily to Instagram for a few months in early 2020. This grew engagement on our platforms. Facebook and Instagram stories have been posted intermittently
Grow following on SRPC newest platform on Instagram	Shayna, Nancy	Ongoing	Launched Instagram page & expanded social media
Use more hashtags to track posts by project	Shayna, Nancy	Ongoing	The POP! Summer Recreation Passport project will use a # to market the project
<b>INTERNAL ROLES, RESPONSIBILITIES, AND OPPORTUNITIES</b>			
<b>GOAL 3: BUILD OPPORTUNITIES FOR BOTH STAFF AND COMMISSIONERS TO EXCEL AND COLLABORATIVELY FURTHER SRPC'S MISSION.</b>			
<b>STRATEGY 3.1: IMPROVE STAFF RETENTION AND OPPORTUNITIES FOR ONGOING PROFESSIONAL DEVELOPMENT.</b>			
<b>A. Develop creative staff retention incentives that address the personal needs of employees and increase the appeal of a SRPC career.</b>			
Update the SRPC employee handbook to formalize telecommuting policies and any identified innovative employee benefits	Jen	Summer-Fall 2021	Draft telecommuting policy for possible adoption at the July Executive Committee Meeting. Additional clean ups and edits to the handbook will follow.

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Develop ladders for career mobility within SRPC, strengthen the employment pipeline by engaging students and interns, and promote a sense of value for all positions	Jen	Ongoing	Strengthened the “pipeline” – two <b>former</b> UNH interns hired as FT employees. Salary schedule adopted by E.C. uses standard planning career progression hierarchy. Build senior staff’s contract management skills and introduce opportunities to take on supervisory roles (James, Colin, Kyle). Kyle, James and Colin have each begin supervising staff. Colin recently participated in a PRIMEX manager training program
Offer professional certification (such as AICP and GISP)	Jen	Ongoing	All staff have the option to obtain certification. SRPC maintains professional organization membership for all staff.
<b>B. Offer a diverse range of professional development opportunities to meet both organizational and staff goals.</b>			
Encourage participation in training sessions, workshops, and conferences	Jen	Ongoing	Encouraged all staff to participate in professional development opportunities. COVID has provided many low or no-cost and on demand professional development opportunities.
Promote new skills development such as graphic design, renderings, drone piloting, and project management.	Shayna	Ongoing	Increasing role of graphic design as a service within project scopes of work, have contracted with other RPCs to provide this service
Mentor staff to assume new responsibilities that offer an opportunity to learn new skills. For example, circuit riding provides an avenue for staff to learn about many diverse planning topics.	Jen	Ongoing	Stef (former staff) built up her circuit rider capacity. Training Natalie to add another circuit rider. Hiring an additional circuit rider.
<b>STRATEGY 3.2: CLARIFY THE ROLE AND RESPONSIBILITY OF COMMISSIONERS AND MORE ACTIVELY INVOLVE THEM IN THE COMMISSION’S WORK TO HELP SRPC TO BE A DYNAMIC, THRIVING ORGANIZATION UTILIZING ALL OF THE COLLECTIVE STRENGTHS AND CONNECTIONS TO COMMUNITIES THAT COMMISSIONERS BRING.</b>			
<b>A. Develop a more engaging and clear training and orientation for commissioners.</b>			
Re-work or re-organize the current orientation so that commissioners can gain a better understanding of what SRPC does, impacts of the work, their responsibilities, and how it all fits into a bigger statewide framework.	Jen, Shayna	Ongoing	E.C. to further discuss board governance and engagement. Began conversations with the executive committee members about the three modes of governance ( <a href="#">generative, strategic and fiduciary</a> ) EC is in the process of taking a direct role in formalizing the Executive Director Review process.
Offer ongoing trainings for commissioners on topics such as land use, transportation etc. For example, we could host webinar “viewing parties.”	TBD	On hold due to COVID	-
Provide commissioners with an acronym cheat sheet to improve understanding of the various programs and work tasks.	Megan	Ongoing	A draft is currently in the works.
<b>B. Engage Commissioners on a regular basis to support and further the work of the Commission.</b>			

ACTION STEPS	STAFF LEAD(S)	TIMEFRAME	STATUS
Engage commissioners more frequently on topics other than transportation	All	Ongoing	Incorporating transportation adjacent or other general business into Policy meetings. Added opportunities for commissioners to engage in other venues (Recycling Roundtables, Resiliency Subcommittee).
Engage to commissioners to act as conduits to share information about projects that communities are undertaking and the role SRPC may have to collaborate.	Jen, Megan, all staff as applicable	Ongoing	Launched the Commissioner roundtable at meetings.
Increase regular communication with commissioners to ensure they are aware of efforts within their and surrounding community	Jen, Megan	Ongoing	We have started to copy Commissioners on communications to municipal staff when planning outreach for new projects that fall within their towns. We have also done follow-up emails to Commission meetings, sharing important resources.
Invite commissioners to outreach events to represent SRPC and their community	All staff	Ongoing	Actively including commissioners on municipal communications for outreach and other community meetings such as CHAT forums, transportation project development, etc.
<b>C. Create opportunities for peer learning among commissioners and their respective communities.</b>			
Discuss and explore the meeting schedule and re-configure the annual calendar to increase engagement and relevance	Jen, Shayna	FY2022	We have increasingly modified the typical Policy Committee Meeting time to host a joint RPC/Policy Committee meeting. Query Commissioners on what works best for them.
Encourage commissioners to work with one another, defining strengths and maximizing those for future opportunities to collaborate.	Jen, Stef, Shayna	Ongoing	Commissioners have been invited to complete a skills matrix to help understand who is at the virtual table
Create opportunities for commissioners to share local efforts and engage in peer learning, networking meetings between communities, and small group discussions and/or commission presentations	Jen, Shayna, Stef, Alaina	Ongoing	The Resiliency Subcommittee has been meeting 2 times a month and is still working to refine its focus areas/priorities and next steps The Recycling Roundtable has met a couple of times. Participation from municipal staff has waned and we need to reassess how to be effective. In the interim staff are collecting data from each municipality on existing recycling trends, a key need identified as part of the roundtable conversation